



# **VIRGINIA DEFENSE FORCE**

## **VDF 101: Military Structure, Basic Operations, and Emergency Response**



# VDF 101 Purpose

**Action:** Discuss Virginia Defense Force (VDF) structure and missions in context of national and state military, basic operations, and the emergency response process

**Conditions:** Interactive classroom

**Standard:** Be able to explain the Virginia Chain of Command and basic operations, as well as emergency response functions.

- **\*SILENCE CELLPHONES**
- **\*50/10 TIMEKEEPER**
- **\*SIGN IN FOR CREDIT**
- **\*TESTABLE**
- **\*SAFETY BRIEF**





# Course Objectives

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**At the completion of this period of instruction, you should be familiar with the following:**

- **Explain the Virginia Defense Force Chain of Command**
- **Describe basic Command and Staff Functions**
- **Define VDF Missions**
- **Outline Basic VDF, ISO, JFHQ, and VANG operations and the emergency response process**



# **Section I: Chain of Command & Structure**



# The Militia



- **Constitutional Component, like Army and Navy**
  - **The Virginia National Guard (VANG) and VDF are both considered “militia” under the U.S. Constitution.**
- **From “§ 44-1. Composition of militia”:**
  - **The militia shall be divided into three classes: the National Guard, which includes the Army National Guard and the Air National Guard; the Virginia Defense Force; and the unorganized militia.**



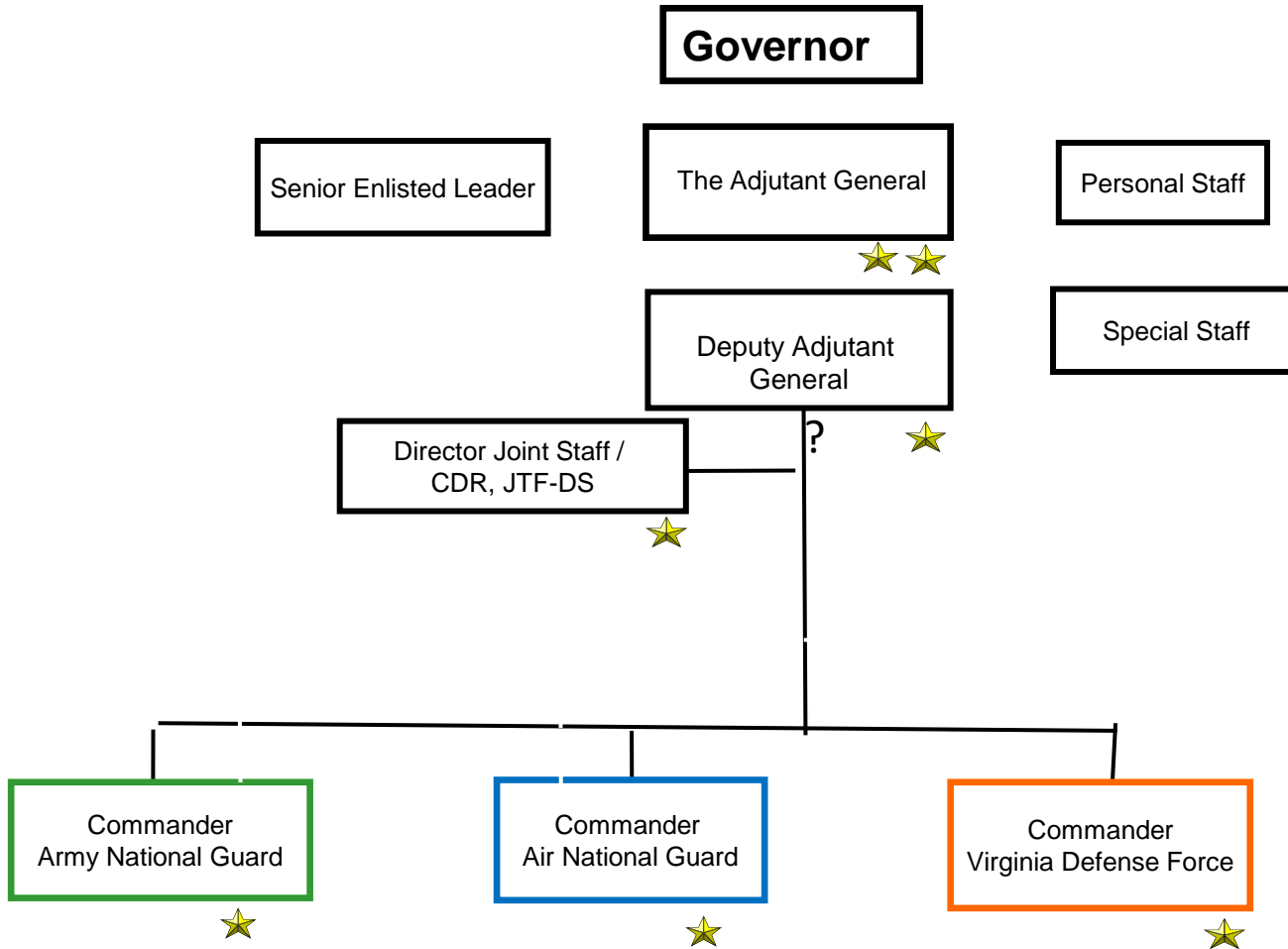
# Chain of Command



- 1. President of the United States (POTUS) Commander-in-Chief**
- 2. COC Secretary of Defense (Department of Defense)**
- 3. Northern Command**
- 4. National Guard Bureau (Admin) (National Guard Act of 1913)**
- 5. Governor**
- 6. The Adjutant General**
- 7. \*Joint Forces Headquarters**
- 8. VDF Commanding General**
- 9. VDF Subordinate Commanders**

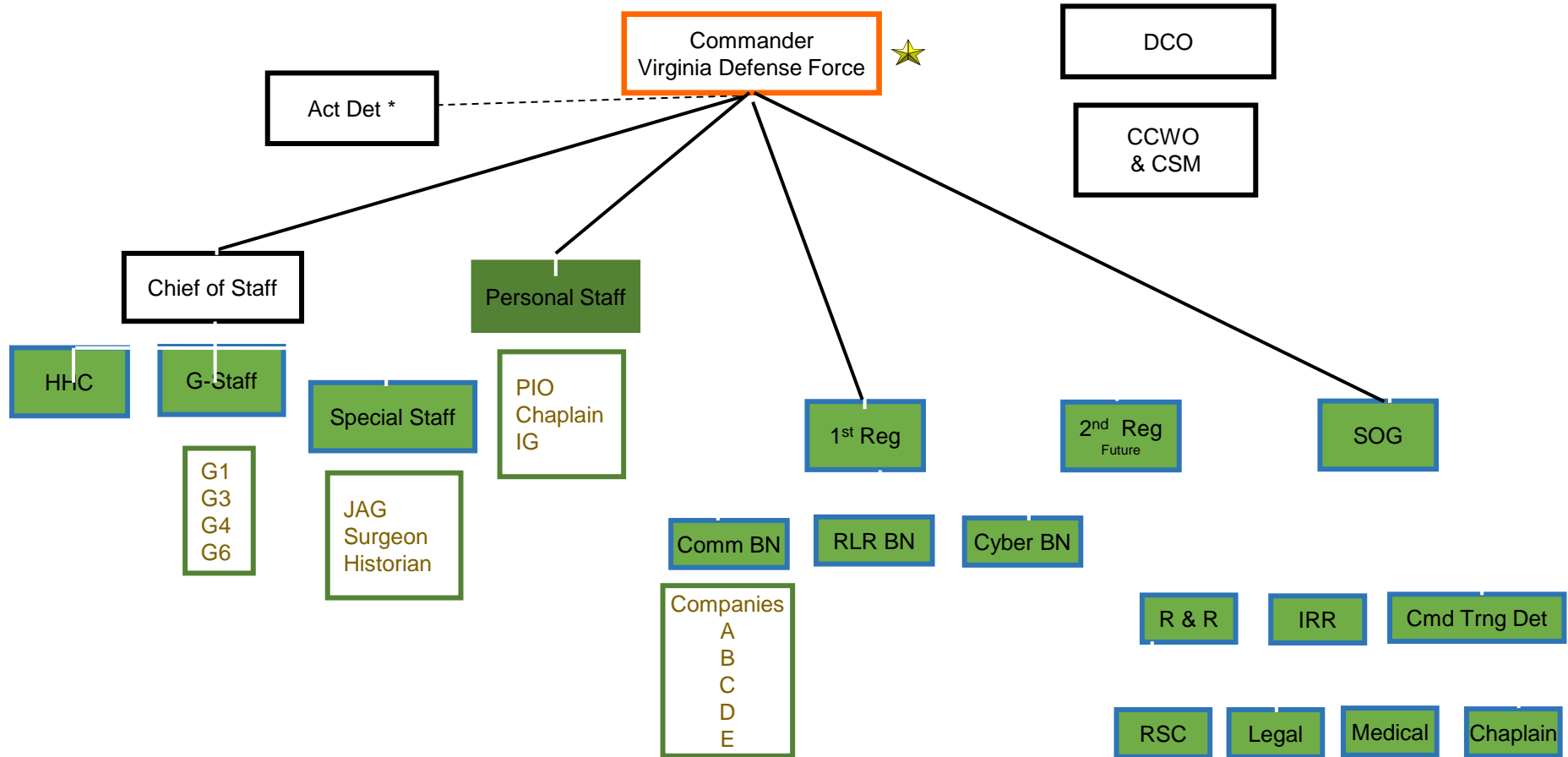
# Chain of Command

## Virginia Department Of Military Affairs



# Chain of Command

## VDF 2022



\* Act Dey Rated by J3 Deputy / Emergency Coordinator; Routine Communication / Coordinator with DMA COO, CG, VDF Leaders





# MTOE



- **Modified Table of Organization and Equipment (MTOE) provides the organizational structure, personnel and equipment for the unit.**
- **When conducting reviews and modifications, think about redundancy and 24/7 capabilities.**

Army Regulation 71-32

Force Development

Force  
Development  
and  
Documentation—  
Consolidated  
Policies

Headquarters  
Department of the Army  
Washington, DC  
9 March 1997

UNCLASSIFIED



# **Section II: Command and Staff Functions**



# Command and Staff Focus



- **Commander:** Ultimate responsibility for team and soldier readiness and equipment maintenance
- **Deputy Commander:** Has duties as assigned and “acts” in Commander’s absence
- **Staff:** Supports the Commander in their specific lanes to that end.



# Staff Duties



- **C/J/G/S -1 Manpower and Administration**
- **C/J/G/S -2 Intelligence and Interior Security**
- **C/J/G/S -3 Operations and Training**
- **C/J/G/S -4 Logistics**
- **C/J/G -5 Strategic Plans**
- **C/J/G -6 Communications and Cyber-Security**
- **C/J/G -7 Operations Plans**
- **C/J/G -8 Comptroller and Finances**
- **C/J/G -9 Civil Affairs**
- **[Others Depending on Command]**



# Staff Duties



- **VDF Staff:** Supports the commander in their specific lanes to that end, as overseen by the Chief of Staff:
  - **G1:** Administrative readiness: orders, annual ratings and promotion matters, recall information, administrative records, tax forms, background check
  - **G3:** Operational and training support: provide training schedules and meaningful training opportunities; write orders, plans and letters of instruction that support training and SAD operations; Maintain training records.
  - **G4:** Logistics and maintenance support for NGSTs and soldiers. Designate areas for bivouacking; Maintains supply accountability; Designate supply points.
  - **G6:** Provide training material and SMEs coordinated with the G6 to ensure continuity and consistency across the VDF



# Special Staff Duties



- **Special Staff: Professional advisors who directly counsel Commander**
  - **Directed by Chief of Staff in Administrative and Staff Coordination Matters**
  - **Dual-hatted as Officers-in-Charge of other Command Professionals**
- ❖ **Judge Advocate**
- ❖ **CCWO**
- ❖ **Chaplain**
- ❖ **Public Information Officer**
- ❖ **Surgeon/Nurse**
- ❖ **Inspector General**



# CSM/1SG Duties



- **Directly responsible to the commander**
  - **He/She is the principal noncommissioned officer of the unit.**
  - **Works directly with & advises all staff members.**
- **Key role in the training management cycle**
  - **Leader, counselor, advisor, and teacher of NCOs through the NCO Development Program.**
- **Makes recommendations to the commander regarding assignments, discipline, training, awards and decorations, and uniform regulation pertaining to enlisted soldiers of the command**
- **Knowledgeable about all troops' social welfare**



# **ACTDET Duties**



- **Unit Administrator full-time (P3) DMA/supports CG**
  - **Ensures compliance with DMA regulations**
  - **Ms. Ganues (Unit Administrator); Mr. Newton (Property/Maint), Mr. Ewing (Pers), Mr. Stanley (Records/FORHQ), Ms. Teachey (IT)**
- **Manages the Force procurement and budget**
- **Coordinates Force maintenance support**
- **Maintains Force accountability**
- **Manages Force training support, other G Staff needs**
- **Manages MTOE**
- **Manages Orders, Personnel Actions and 201 Files**





# **Section III: VDF Missions**



# VDF Mission



- **VDF has two primary missions:**
  - **Support the Virginia Department of Military Affairs (DMA), the Joint Forces Headquarters (JFHQ), Virginia Army National Guard (VANG), and the Virginia Department of Emergency Management (VDEM) for such purposes and missions as The Adjutant General (TAG) directs; and**
  - **Provide the State of Virginia a reserve of Soldiers trained in emergency operations.**

**To do specialized things well and be immediately available**



# Civil Support Event



- **VDF units providing support to local government for parades, festivals, etc.**
- **All CSEs must be approved in advance (90 days) by the JOC**
- **CSE participation is a MSC decision and should be evaluated as to whether or not it is a viable training and/or leadership venue balanced against OPTEMPO and stress on our volunteers**



# Terminology



- ***Strike Team*** is a capability, composed of more than one resource, with common communications operating under organic C2 with direct supervision of a Strike Team Leader.
- ***Single Resource*** is an individual, a piece of equipment and its personnel complement, or a crew or team of individuals, at the lowest functional level, with an identified supervisor.
- ***Task Force*** is a combination of mixed resources with common communications operating under the direct supervision of a Task Force Leader.



# Muster



- **The National Guard Civil Support (NGCS) playbook requires a less than 12-hour muster time for the VDF**
  - **That means we must be deployed, available, and on-site in 12 hours or less.**



# **LNO Responsibilities**



## **• JOC**

- **Maintain current operating picture**
- **Coordinate with ESF 16 LNO**
- **Coordinate with J Staff sections**
- **Typically attached to Battle Capt.**

## **• VEOC – ESF 16**

- **Maintain current operating picture**
- **Coordinate with other ESF's**
- **Coordinate with VDEM staff, Resource Liaison and Mission Tracking**
- **Assist with CUB and Mission scrub**



# NGCS Index



- **Tier 1 NGCS Capabilities**
- **Aviation / Airlift**
- **Command & Control (C2)**
- **CBRNE Response**
- **Engineering**
- **Medical**
- **Communications**
- **Transportation**
- **Security**
- **Maintenance**
- **Other Capabilities**
- **Additional Guidance**



# NGCS Index



**Units are responsible for monthly reporting of the capability of assigned Tier I Capabilities.**

**Units are responsible for maintaining equipment readiness and required personnel qualifications.**

**All capability components can be tailored to meet mission requirements, with JFHQ J3 concurrence.**





# NGCS Index






**Strike Teams will be mobilized during events that require a large amount of response capabilities**


**Resource Availability tracking and analysis will be based upon the individual resource level.**


**Many of the capabilities included in the playbook may require additional resources to support during the deployment, mission execution, and/or recovery phases of the operation.**

# VDF NGCS Capabilities


VDF STATE AGENCIES RADIO SYSTEM RESOURCE (STARSR)		
<b>CAPABILITY:</b> * Support to DMA console or mobile sites	<b>TIME STANDARDS:</b> Muster: 12 hours  Deploy: 14 hours	<b>TYPE STANDARDS:</b> Military: Team  NIMS Type: Single Resource
<b>COMPONENTS:</b> 2 x E4 (Operators)  <i>*12 hour operations. Additional team required for 24 hour operations.</i>		<b>COMMUNICATIONS:</b> P: STARSR Radio A: SAD Cell Phone C: E:
		
Total PAX: 2	Cost: Personnel (PER DAY): \$555 EQUIPMENT (PER DAY): \$0 TOTAL: \$555	
VDF STATE AGENCIES RADIO SYSTEM STRIKE TEAM (STARSR)		


VDF HF RADIO RESOURCE (HFRR)		
<b>CAPABILITY:</b> <ul style="list-style-type: none"><li>• Maintain TF/Armory OIC/NCOIC situational awareness</li><li>• Provide HF radio communications</li></ul>	<b>TIME STANDARDS:</b> Muster: 12 hours  Deploy: 14 hours	<b>TYPE STANDARDS:</b> Military: Team  NIMS Type: Single Resource
<b>COMPONENTS:</b> 1 x E5 (NCOIC) 2 x E4 (Operator) 1 x HF Radio System w/ NVAS  <i>*12 hour operations. Additional team required for 24 hour operations.</i>	<b>COMMUNICATIONS:</b> P: HF Radio A: Landline C: E-Mail E: SAD Cell Phone	
<div></div>		
Total PAX: 3	Cost: Personnel (PER DAY): \$852 EQUIPMENT (PER DAY): \$0 TOTAL: \$852	
VDF HF RADIO RESOURCE (HFRR)		


VDF ACCESS CONTROL RESOURCE (VDFACR)		
<b>CAPABILITY:</b> <ul style="list-style-type: none"><li>• Fixed site security</li><li>• Traffic control and access control point operations</li><li>• Dismounted Security Resource (DSR) and Security Resource support</li></ul>	<b>TIME STANDARDS:</b> Muster: 12 hours  Deploy: 14 hours	<b>TYPE STANDARDS:</b> Military: Team  NIMS Type: Single Resource
<b>COMPONENTS:</b> 1 x E6 (NCOIC) 4 x E4 5 x Wouxian radio 1 x cell phone  * 12 hour operations	<b>COMMUNICATIONS:</b> P: SADI Cell Phone A: Landline C: E:	
		
Total PAX: 5	Cost: Personnel (PER DAY): \$1,440 EQUIPMENT (PER DAY): \$0 TOTAL: \$1,440	
VDF ACCESS CONTROL RESOURCE (VDFACR)		


VDF MOBILE COMMUNICATION PLATFORM RESOURCE (MCPR)		
<b>CAPABILITY:</b> <ul style="list-style-type: none"><li>Interconnects diverse voice communications networks/devices used by multiple response agencies at the incident site, into a single, wireless interoperable environment.</li><li>Provides reach-back support between relevant state and sister emergency management networks</li><li>Provides on-scene command post integration.</li><li>Provides communications via Ultra High Frequency (UHF) handheld radios or by relay through the UHF repeater and antennas.</li></ul>	<b>TIME STANDARDS:</b> Muster: 12 hours  Deploy: 14 hours	<b>TYPE STANDARDS:</b> Military: Team  NIMS Type: Single Resource
<b>COMPONENTS:</b> 1 x CW2 (OIC) 1 x E6/E7 (NCOIC) 3 x E4/5 (Driver/Operators) 1 x 4 x 4 Prime mover vehicle w/radio 1 x 25 Ft enclosed self-contained HF/VHF, communications trailer with on-board generator 1 x TacPak  <i>*12 hour operations. Additional team required for 24 hour operations.</i>	<b>COMMUNICATIONS:</b> P: HF Radio A: E-Mail C: STARS E: SAD Cell Phone	
		
Total PAX: 5	Cost: Personnel (PER DAY): \$1,652 EQUIPMENT (PER DAY): \$262 TOTAL: \$1,914	
VDF MOBILE COMMUNICATION PLATFORM STRIKE TEAM (MCPR)		

# VDF NGCS Capabilities

VDF PROCUREMENT AUGMENTATION RESOURCE (VPAR)		
<b>CAPABILITY:</b> Assist DMA/Procurement Officers with: Source Market Research Vendor Contacts Invoice and Receipt Validation Monitoring Lodging Headcounts and Room Lists Tracking Daily Costs	<b>TIME STANDARDS:</b> Muster: 12 hours  Deploy: 14 hours	<b>TYPE STANDARDS:</b> Military: Team  NIMS Type: Single Resource
<b>COMPONENTS:</b> 2 x Service Members (VDF), with laptop computer (Day/Night Shift)  <u>Concept:</u> 1 x Service Member per shift for small emergencies; scalable depending on the size of the emergency; working under the direction of the DMA/Procurement Officer.  <u>Required Background:</u> procurement, accounts payable, office manager, logistics, or related field  <u>Location:</u> LOC (Pt. Pickett); could be forward deployed to help manage hotel/meal contracts.  <u>Rank Scale:</u> O3-O4; W2-W3; E7-E8		<b>COMMUNICATIONS:</b> P: VOIP Phone A: Cell Phone C: STARS Radio E: HF Radio
		
Total PAX: 2	Cost: Personnel (PER DAY): \$968 EQUIPMENT (PER DAY): \$0 TOTAL: \$968	
VDF PROCUREMENT AUGMENTATION RESOURCE (VPAR)		

VDF LEGAL RESOURCE (VDFLR)		
<b>CAPABILITY:</b> Provide Legal Support to DMA	<b>TIME STANDARDS:</b> Muster: 12 hours (2 hour recall)  Deploy: 14 hours	<b>TYPE STANDARDS:</b> Military: Team  NIMSType: Single Resource
<b>COMPONENTS:</b> 2 x O5 / CWO / E8 (Lawyer/Paralegal) 1 x Laptop w/ printer  * 12-hr operations	<b>COMMUNICATIONS:</b> P: Cell Phone A: E-Mail C: E:	
		
TotalPAX: 2	Cost: Personnel (PER DAY): \$1,080 EQUIPMENT (PER DAY): \$0 TOTAL: \$1,080	
VDF LEGAL RESOURCE (VDFLR)		

VDF INCIDENT MANAGEMENT ASSISTANCE RESOURCE (IMAR)		
<b>CAPABILITY:</b> • Provide communications to deployed elements  *12 hour operations. Additional team required for 24 hour operations.	<b>TIME STANDARDS:</b> Muster: 12 hours  Deploy: 14 hours	<b>TYPE STANDARDS:</b> Military: Team  NIMSType: Single Resource
<b>COMPONENTS:</b> 1 x E6 (NCOIC) 2 x E5 (Operator) 1 x TacPak 1 x Cell Phone	<b>COMMUNICATIONS:</b> P: E-Mail A: SAD Cell Phone C: Land Line E: HF Radio	
		
Total PAX: 3	Cost: Personnel (PER DAY): \$923 EQUIPMENT (PER DAY): \$0 TOTAL: \$923	
VDF INCIDENT MANAGEMENT ASSISTANCE RESOURCE (IMAR)		

VDF REGIONAL LIAISON RESOURCE (VDFRLR)		
<b>CAPABILITY:</b> Provide RCC liaison and communications 12 hr operations	<b>TIME STANDARDS:</b> Muster: 12 hours  Deploy: 14 hours	<b>TYPE STANDARDS:</b> Military: Team  NIMSType: Single Resource
<b>COMPONENTS:</b> 1 x O3/E8 (LNO/OIC/NCOIC) J7 vetted 1 x E6 (Operator) 2 x E5 (Operator) 1 x Computer 1 x Cell phone  12 hr operations	<b>COMMUNICATIONS:</b> P: E-mail A: Cell phone C: Land line E: HF Radio	
		
Total PAX: 4	Cost: Personnel (PER DAY): \$1,354 EQUIPMENT (PER DAY): \$0 TOTAL: \$1,354	
VDF REGIONAL LIAISON RESOURCE (VDFRLR)		



# **Section IV: VDF in Operations**



# Mission & Functions



## National Guard Support Team (NGST)

### **State Active-Duty Conduit**

- **Monthly drill training and annual MUTAs ensure individual and team capabilities to respond to SAD requirements.**
- **Optimally, this means that individual soldiers have completed all required EMI courses and are working towards their MOS (CSS or COMM) technical qualifications.**
- **For NGSTs, the goal is to be capable of executing all assigned missions through the conduct of rehearsals, mini-COMMEXs, a walk-through, a ROC drill or a similar activity.**



# Readiness Reporting



## Monthly Operations Readiness Reports (MORR)

**MORR must provide a snapshot of personnel and equipment readiness that goes to the JFHQ and TAG.**

**MORR affords VDF CG and staff, especially the G3, a medium to understand readiness in the event of an SAD**

**MORR also provides a narrative snapshot of ongoing weekly activities and upcoming CSOs.**

**MORR provides a barometer for the CG and subordinate commanders to understand readiness gaps and areas for improvement**



# Readiness



## Two components to readiness:

### Individual SM:

**Trained to MOS standard, ICS courses, equipment proficiency**

**Professional/home situation permits being able to be deployed**

### Equipment readiness:

**Vehicles**

**Generators**

**Radio equipment**

**Security Apparatus**



# Personnel Readiness



**Consider: Part of readiness is RETENTION**

**VDF SM need to understand their assigned mission and what their training focus is (within reasonable OPTEMPO)**

**Functions such as promotions, awards and recognition are all part of retention**

**SM must be provided with the maximum opportunities to participate in SAD operations**





# **NGST & FORHQ Role**



**Ensure that NGSTs are staffed, trained and equipped to carry out their assigned function**

**Evaluate training proficiency and assist company commanders by providing training assistance when required**

**NGSTs are the VDF operational organization, ensuring readiness for SAD, deployment per JOC orders, employments, and recovery**

## **NGST leadership, not home unit maintain SA**

**Further, the FORHQ and NGST Leadership must begin planning and preparation for providing the following beyond the initial call-up:**

- **Prepare to replace individual team members or even entire units depending on circumstance (family emergency, individual health issue, etc.)**
- **Plan to deploy additional NGSTs for unanticipated or additional call ups especially in the event of an extended disaster (ex: Hurricane Florence)**



# **Force Structure**



**Regimental organization provides structure along traditional military lines**

**NGSTs, not platoons/companies/regiments, will deploy**

**NGSTs will always be task-organized depending on the nature of the SAD mission; individual replacement on a case-by-case basis may be necessary depending on circumstances**

**G3 is the proponent for Force structure**



# SAD Cycle



- 1. Governor's declaration of emergency (WARNO)**
- 2. JOC OPORD or FRAGO to VDF G3 authorizes SAD**
- 3. G3 tasks NGST leaders**
- 4. G1 issues orders**
- 5. NGSTs report to armory and attach to a Task Force (TF)**
- 6. TF deploys (VDF G3.NGSTs/MSC prepare for replacements)**
- 7. "Redeploy" and recovery**
- 8. Follow up pay actions and equipment maintenance**



# **SAD Cycle**



## **VDF *supports* VANG**

- **Time is always in short supply**
- **WARNOs/OPORDs/FRAGOs come from JOC**
- **Typically issued directly to G3/G1:**
  - **JOC generates order;**
  - **VDF receives;**
  - **VDF notifies NGST leaders (VANG sponsor may have already notified the NGST leaders); and**
  - **JOC orders are issued to VDF members via G1**



# **VDF Direct Support**



**For VDF purposes deployed NGSTs are attached to organizations they provide mission support to until relieved and redeployed to home station.**

**While attached, they report directly to the person in charge of the organization to which they are attached (G3 monitors via NGST leaders).**

**Upon attachment, the VDF chain of command is now strictly via the JOC to the various task forces containing VDF NGSTs**

**Once NGSTs deploy, the MSC headquarters is not responsible for, nor should it attempt, to contact NGST leaders/members while they are conducting their mission. This violates the concept of unity of command.**



# Impact on the VDF



It is crucial to draw the distinction between the terms **OPCON** and **attached**. NGSTs are **attached**, not **OPCON**, to the organizations they support.

For example, **OPCON** would imply that a manager could task the VDF NGST with conducting duties above, beyond or outside of the immediate scope of what the individual soldiers and the collective team have been trained to do.

On the other hand, **OPCON** is a command function that authorizes subordinate commanders to train and prepare their NGSTs for missions as assigned in preparation for SAD.



# Operations Process



**Issue the Warning Order (WARNO) (The WARNO is usually in the five paragraph “SMEAC” format:**

- (1) Situation;**
- (2) Mission;**
- (3) Execution;**
- (4) Administration and Logistics (sustainment);**
- (5) Command and Signal**

**\*The WARNO is the commander’s opportunity to shape the planning and execution early via – within the Execution section – the Commander’s Intent and especially the Concept of Operations (CONOPS).**

**\*If the estimate of the situation shifts, there may be more than one WARNO, since the key of the WARNO is to give subordinate leaders an accurate anticipation of how to proceed with their planning.)**



# **WARNO**



- **The warning order (WARNO) is one of the most critical planning tools available to leaders in the military.**
- **A warning order (WARNO) gives subordinates advance notice of an upcoming operation.**
- **This gives them time to prepare. A warning order is brief but complete.**





# Operations Process



- (1) Make a Tentative Plan**
- (2) Initiate Necessary Staff Actions (headquarters) and Troop Movement (small unit tactical settings)**
- (3) Conduct Reconnaissance (Even in a peacetime, non-tactical setting, nothing beats knowing the ground upon which training will occur. Intelligence gathering can also be reconnaissance, such as liaising with potential attached units and talking to HHQ.)**
- (4) Complete the Plan (May result if limited context in a Letter of Instruction (LOI) or Operations Order (OPORD))**



# 5-Paragraph OPORD



- 1. Situation (background which is directly relevant)**
- 2. Mission (one sentence capturing major tasks and end state)**
- 3. Execution (CONOPS, End State, Tasks)**
- 4. Administration and Logistics (Sustainment) latter for DSCA OPORDs**
- 5. Command and Signal (Command and Control latter for DSCA OPORDs)**



# FRAGO



**The Fragmentary Order (FRAGO) simply modifies or adds the tasks first identified within the OPORD**

- **It is the commander and staff reacting to “battlefield conditions”**
- **Accordingly, most headings, though present, are not used (“No change”)**
- **This is the “tool” the Joint Operations Center (JOC) uses to order troops to State Active Duty (SAD)**



# O&T SOP



## **Disaster Preparedness and Reaction, and Family Readiness.**

- **The unit must anticipate that someday a major natural or man-made disaster could strike our area of operations.**
- **A wide-ranging disaster will disable large swaths of infrastructure and cause major challenges for our Soldiers and their families.**
- **In such situations, VDF has three goals:**
  - (1) assess the welfare of our Soldiers and their families;**
  - (2) do whatever we can as a unit to find a safe harbor for our Soldiers and their families; and,**
  - (3) provide the State as many soldiers as possible for emergency operations**



# **Final Note on Orders**



**No set of orders/plans/instructions will ever be complete.**

**There will always be 'fog and friction' that prevent or inhibit perfect execution.**

**Competent staff work by officers and NCOs with initiative and implementation by trained soldiers can help overcome fog and friction.**



# Questions?